

Course Outline

Strategic Marketing Communications – RSM457H Fall 2020

This course section will be delivered synchronously using BBColaborate in the Quercus portal.

Classes meets Friday 1-3 EST.

The online classroom is always open, and lectures will begin at 1:05 and generally conclude at 3:00.

All lectures will be taped and available for future viewing.

Instructor: **Professor Douglas Snetsinger**
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Course Webpage: <https://q.utoronto.ca/>
Cell: 289-259-3436
Office Hours: Monday 8-10, 12-1, 7-8 by text, phone, Teams or BBCollaborate
(appointment required and email correspondence is always welcome)
Teaching Assistant: April Hilton (april.hilton@mail.utoronto.ca)

Course Scope and Mission

All the sturdy rules of marketing communications that built brands and industries for decades no longer apply. Fundamental change in the marketing task, particularly in the past five years, requires a new set of rules and skills to compete and succeed. Consider:

- The #1 spending priority today is not media, agency, or department salaries as it has been, but marketing technology (Martech), a line item that did not exist ten years ago,
- Digital spending, a new medium ten years ago, has surpassed traditional channels and is increasingly dominated by mobile and video,
- Advertising budgets are departing the agency and holding companies in favour of internal solutions, consultants or specialized third parties, and
- Top line growth objectives are up, budgets are flat, customer loyalty and CMO tenure is down.

This course is designed to prepare students for this new Marcomm environment. Key themes that will be frequently visited are:

- Creativity and analytics synergy,
- Marcomm decision making in the face of unprecedented change,
- The new technology of Marcomm,
- Communicating into a cynical, untrusting audience,
- Content marketing and storytelling, and
- The demands on the C-Suite.

Course Learning Outcomes

By the end of the course, students will have:

1. Developed competency in managing marketing communications including confidence in the use of paid media, earned media, and owned media,
2. Developed an ability to distill marketing strategies from communication executions,
3. Acquired a sophisticated appreciation of the creative strategies that resonate with current consumers,
4. Acquired an understanding of the skills required to work in marketing communications and in the role of CMO,
5. Become knowledgeable about the dynamics of the communication's institutional environment, and
6. Determined if your skills and aptitudes fit with a career in Marcomm, and whether you would want that career.

Course Prerequisites

Marketing Management RSM 350H1, formally RSM 251H1

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Required Technology

For Fall 2020, this course will be conducted entirely online. To participate fully and to complete the course successfully, you must ensure you have a computer with a working webcam, microphone and reliable access to an internet connection. For further details, please visit this link: [Recommended Technology Requirements for Remote/Online Learning](#)

Required Readings and Electronic Course Materials

There will be a combination of readings and cases that are listed in the weekly calendar. Some readings and videos are from free sources. Others, from Harvard Business Publishing (HBP), can be purchased at <https://hbsp.harvard.edu/import/752288> The course pack costs \$29.75 USD and contains the following items:

Required Readings in Electronic Package

<https://hbsp.harvard.edu/import/752288>

1. Sizmek Chapter 11: Surviving Walled Gardens
2. In-housing Digital Marketing at Sprint Corp
3. Glossier: Co-Creating a Cult Brand with a Digital Community
4. Brand Activism: Nike and Colin Kaepernick
5. Influencer Marketing
6. Brand Storytelling
7. Marketing Meets Mission

Weekly Schedule

A. DATA AND TECHNOLOGY ECOSYSTEM

WEEK - TOPIC		MATERIAL
1	SEPT 11 THE UPHEAVAL	<p>Reading: McKinsey: How to unlock marketing-led growth</p> <p>Reference: Pivot Back to Brand 2020 Vision: trends to define the next decade Euromonitor 2020 Global Trends AD AGE 2020 Fact Pack</p>
2	SEPT 18 DIGITAL GARDENS	<p>Case: Sizmek Chapter 11: Surviving Walled Gardens (HBS)</p> <p>Reading: ISBA Programmatic Supply Chain Study Building Brands in the Walled Gardens - 2020</p> <p>Reference: US, Canada, Global Digital Display Advertising 2020 US, Canada, Global eCommerce 2020 Martech Glossary</p> <p>Assignment 1 Due</p>
3	SEPT 25 PERSONALIZATION PRIVACY AND NEWTECH	<p>Reading: Digital Transformation Future of Programmatic Consumer Data Privacy: Promise and Peril Digital Marketing in Today's Privacy World</p> <p>Reference: AI, AR, Chatbots, IOT, VR, 5G, Blockchain McKinsey on Data Opportunity Privacy and Covid</p> <p>Assignment 2 Due</p>

B. INDUSTRY STRUCTURE, ROLES AND TALENT

4	<p>OCT 2</p> <p>CLIENT AND AGENCY</p>	<p>Readings: The Future of Account Management Covid-19 and the State of Marketing (36, 68) The Brand Agency Relationship</p> <p>Reference: Magic and Logic, Roles CPG Leadership Index The Future of Marketing Leadership The Rise of the Hyper-Relevant CMO Bridging the Diversity Disconnect Bridging the Analytics Disconnect</p> <p>Assignment 3 Due</p>
5	<p>OCT 9</p> <p>IN-HOUSING</p>	<p>Case: In-housing Digital Marketing at Sprint Corp.</p> <p>Reading: ANA 2019 Study of the In-House Agency</p> <p>Reading: ANA 2018 Study of the In-House Agency An Examination of the In-housing Trend in 2020 and Beyond</p> <p>Assignment 4 Due</p>
6	<p>OCT 16</p> <p>DTC</p>	<p>Case: Glossier - Co-Creating a Cult Brand with a Digital Community (IP)</p> <p>Reading: Direct to Consumer Brands ANA D2C eMarketer How to Build a 21st Century Brand 2019-2020 The Creative Brief</p> <p>Reference: IAB D2C Founders Benchmark</p> <p>Assignment 5 Due</p>

C. STRATEGY, CREATIVITY AND MEDIA

7	<p>Oct 23</p> <p>CREATIVE</p>	<p>Reading: Creative Crisis Unifying creativity and analytics Anatomy of Effectiveness</p> <p>Reference: Heinz and Ed Sheeran Heineken Tennessee Tourism</p> <p>Assignment 6 Due</p>
8	<p>Oct 30</p> <p>CONTENT</p>	<p>Readings: Growth and Opportunities in Content Marketing Content Grow into Customer Flow Content Marketing Rules</p> <p>Reference: Great Wolf Resort</p> <p>Assignment 7 Due</p>
9	<p>Nov 6</p> <p>STORY TELLING</p>	<p>Reading: Brand Storytelling (IP) Power of Storytelling in Digital Media</p> <p>Assignment 8 Due</p>
	<p>Nov 16</p>	<p>Reflection Paper Due EOD</p>
10	<p>Nov 20</p> <p>EARNED PAID OWNED</p>	<p>Case: TikTok</p> <p>Reading: Influencer Marketing (HBS) Sponsorships and Event Marketing</p> <p>Reference: 2020 Social Media Industry Benchmark Report The Evolution of UGC – Sourced Content Finding the ROI in Virtual Influencers Paid Search Report 2020</p> <p>Assignment 9 Due</p>

D. SOCIETY AND SUSTAINABILITY

11	Nov 27 TRUST AND PURPOSE	Case: Brand Activism: Nike and Colin Kaepernick (HBS) Reading: Discovering Brand Purpose The Imperative of Purpose-Based Marketing Assignment 10 Due
12	DEC 4 INCLUSION EQUALITY SUSTAIN- ABILITY	Case: Profit for Hate: Facebook Ad Boycott Reading: Marketing Meets Mission (HBR) The Greta Effect Reference: 2019 Sustainability Leaders Diversity Report for the Advertising Industry – Nov 2019 WARC Marketers Toolkit Final Assessment

Evaluation and Grades

Each student will be judged based on how well they have command of the course materials understanding that some of the grading is necessarily subjective.

	<u>Weight</u>	<u>Due Date</u>
1) Class attendance and participation	20%	Ongoing
2) Short Assignments (6 of 10)	30%	Ongoing
3) Reflection Paper	20%	Delivered by EOD Nov 16
4) Take Home Final Assessment	30%	Delivered by EOD Dec 13
Total	<u>100%</u>	

Course Format and Expectations

1. Class Participation (20%)

There is considerable reading material in this course. It is expected that students have read and are ready to discuss and engage the assigned material each week. Class participation will be based on:

- Thoughtful contributions in class,
- Thoughtful contributions to the course discussion board,
- Promotion of further discussion in the various media of the course,
- Attendance in all classes, and
- Participation in all surveys, polls, contests, and open-ended questions posed using the course pollseverywhere tool and other digital applications.

2. Small Assignments (30%)

The purpose of the small assignments is to give you time to reflect on the topic of that day and prepare your response. Most of the assignments come directly from the assigned readings or cases.

There are nine assignments and you are to complete six of them. You should target 500-600 words and you will hand them in before class time through the Assignment upload function on Quercus. Assignments received after class starts will be marked late.

Papers turned in after the due date will receive a 5% penalty. The penalty will increase by 5% every further day that it is late.

3. Reflection Paper (25%)

The Reflection Paper will be written on a subject of your choice. You will have many readings in Quercus that cover the subjects and themes of this course.

Your task is to select a subject and to write your reflection on the topic and its role in Marketing Communications. You are welcome to cite research and commentary from online research. Do not submit a literature review on what other people think or have said about a subject. Your paper will say what you think about the subject, feel about it or have experienced it. You will become an informed commentator on the subject.

The paper length should be around 1200-1500 words, composed in Word (docx) and submitted in Quercus by November 16th EOD. Papers will be marked late on November 17th and receive a 5% penalty. The penalty will increase by 5% every further day that it is late.

4. Final Assessment (30%)

The final assessment is a take home test. The questions to answer will be provided in class on December 3rd. Your response is required by EOD December 13th and submitted through Quercus. A student will risk receiving an incomplete in the course if the assignment is received after December 13th.

Final assessments are not returned to students. It is acceptable to submit in Word or PDF.

Policies and Procedures

Turnitin.com

For most assignments, Turnitin.com will not be used during the semester for a review of textual similarity and detection of possible plagiarism. When or if asked, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin.com service are described on the Turnitin.com website.

Written Assignments

Please note that clear, concise, and correct writing will be considered in the evaluation of all Assignments. You may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres (writing.utoronto.ca/writing-centres). These Centres are teaching facilities – not editing services – where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

Rotman Commerce Centre for Professional Skills Teamwork Support

There is no assigned group work in this course. However, the Rotman Commerce Centre for Professional Skills (RC-CPS) has developed new student teamwork supports, which will be in place by September 2020. Further details will be made available should you be interested in these for informal teamwork in this course or formal requirements in your other courses.

Credit/No-Credit Option in Rotman Commerce

You may request to Credit/No-Credit (CR/NCR) an RSM course in the following cases only:

- The course will not be used for any specialist or focus, including the 8.0 RSM FCE requirement.
- The course does not have a group work component.

If you wish to request CR/NCR for an RSM course, you must contact a Rotman Commerce academic advisor by the drop deadline for the current term. The deadline for this term is November 9, 2020.

Final approval is on a case-by-case basis with the permission of the Director, Rotman Commerce.

Missed Tests and Assignments (including mid-term and final-term examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office on the date of the missed course deliverable, e.g. missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a Request for Special Consideration Form and submit it along with supporting documentation this may include either your Self-Declaration of Absence on ACORN, or Verification of Student Illness or Injury form to the Rotman Commerce Office within 2 business days of the originally scheduled course deliverable.

Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Note that documentation must clearly establish that you were ill or had other circumstances that prevented you from attending on the date in question. After-the-fact reports are not sufficient.

Late Assignments

All assignments are due on the date and at the time specified in this syllabus. Late submissions will normally be penalized by 5% if the assignment is not received on the specified date and time. A further penalty of 5% will be applied to each subsequent day.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible at accessibility.services@utoronto.ca or studentlife.utoronto.ca/as.

For courses with deliverables that require you to work in teams, please note the following. If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, requests for extensions impact everyone in the group. As a result, requests for late submissions of any component of teamwork will require compelling reasons, advance notice, and must work for everyone in the team. You are encouraged to discuss with your course instructor, Accessibility Advisor, and other team members what you need in order to successfully complete your coursework. Additionally, the Rotman Commerce Centre for Professional Skills offers Teamwork Mentors (see section

above) who can help you and your team discuss how to support you effectively and how to develop a work plan that meets the needs and constraints of all team members.

Volunteer Notetaking

If you're interested in helping to make our classroom more accessible, volunteer to be a notetaker!

Accessibility Services needs dependable volunteer notetakers to assist students living with a disability to achieve academic success. All you have to do is attend classes regularly and submit your notes consistently.

1. Register online as a Volunteer Note-Taker at:

<https://clockwork.studentlife.utoronto.ca/custom/misc/home.aspx>

2. Follow the link that says "Volunteer Notetakers"

3. Select your course and upload a sample of your notes

4. Once you have been selected as a notetaker, you'll get an email notifying you to upload your Notes.

If you have any questions or require assistance, please email as.notetaking@utoronto.ca or call 416-978-6186.

Volunteers may receive co-curricular credit or a certificate of appreciation.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the Code of Behaviour on Academic Matters. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T resources such as College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit help.ic.utoronto.ca/category/3/utmail.html.

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to q.utoronto.ca and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ACORN, wait 48 hours.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

FIPPA Language

Notice of video recording and sharing (Download permissible; re-use prohibited)

This course, including your participation, will be recorded on video and will be available to students in the course for viewing remotely and after each session.

Course videos and materials belong to your instructor, the University, and/or other source depending on the specific facts of each situation, and are protected by copyright. In this course, you are permitted to download session videos and materials for your own academic use, but you should not copy, share, or use them for any other purpose without the explicit permission of the instructor.

For questions about recording and use of videos in which you appear please contact your instructor.
